




Community Information and Outreach

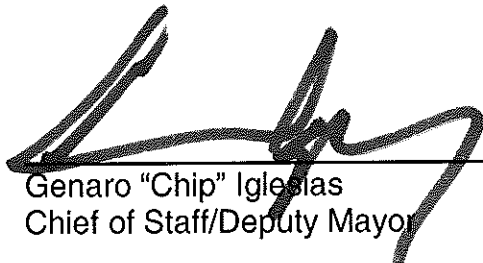
Business Plan

Fiscal Years: 2012 and 2013
(10/1/011 through 9/30/13)

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Delivering Excellence Every Day



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DEPARTMENT OVERVIEW

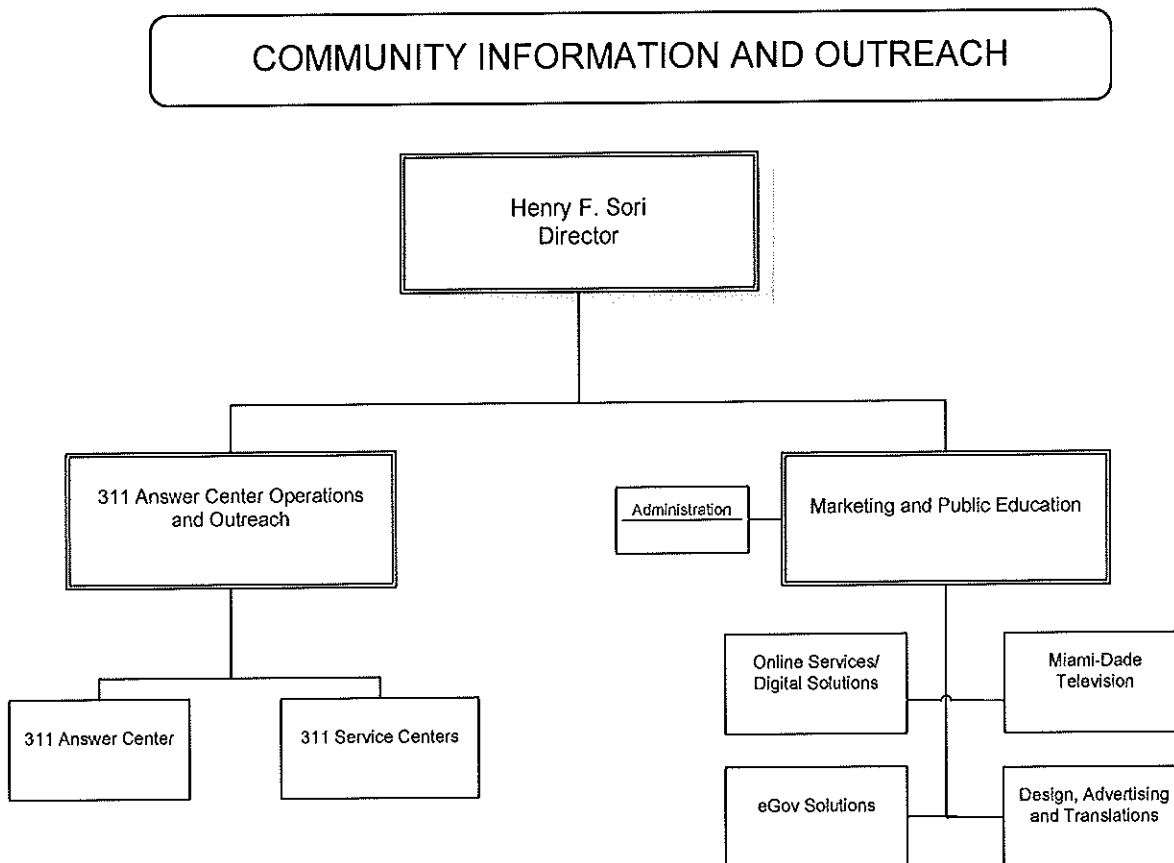
Departmental Mission

Community Information and Outreach (CIAO) has a new mission, which is to provide access to accurate and relevant government information and services that enrich and engage the community. The department was created with the purpose of providing information and services by phone, in-person, online, and on public television.

Our vision is to transform the customer service experience through innovation. By continuously improving our channels to better meet the needs of the community, CIAO is able to realize its vision.

CIAO uses these channels to communicate government information and promote programs to internal and external stakeholders. In addition, the department provides several countywide services including brand development, enforcement of policy compliance, marketing analysis, graphic design, translation, photography, and advertising placement through print, radio and digital media. CIAO is responsible for phone transactional interactions with residents through the 311 Answer Center and in person at the 311 Service Centers. CIAO is also responsible for customer relationship management, digital media communications and online transactions that enable residents to interact with government at their convenience. The department monitors customer service data, supporting performance tracking that drives quality improvement.

Table of Organization



Strategic Alignment Summary

The Department's efforts align with the following Miami-Dade County Strategic Plan Goals:

- **GG1-1 Provide easy access to information and services**
- **GG1-2 Develop a customer-oriented organization**
- **GG1-3 Foster a positive image of County government**
- **GG1-4 Improve relations between communities and governments**

CIAO's efforts align to four departmental strategic goals:

Strategic Goals

- ✓ Increase access to government information and services
- ✓ Improve the quality of information delivery
- ✓ Enable transparency of service delivery
- ✓ Increase outreach to promote constituent engagement

In the next two years CIAO will focus on improving the customer service experience. This will be achieved by upgrading usability, simplifying web content and better utilizing County data sources.

There are five key strategies associated with this effort:

- ✓ Develop and improve mobile and in-person access to constituent self-services
- ✓ Develop an effective full-service marketing program for internal and external audiences
- ✓ Enhance web content to help achieve government transparency
- ✓ Increase community feedback and engagement through the County's online communications channels
- ✓ Improve customer service through integration of countywide service requests, complaints and general feedback
- ✓ Enhance services through the 311 phone system that integrate more pay-by-phone and real-time CHAT options

The departmental programs and initiatives that support and align to the County's goals and objectives are as follows:

GG1-1 Provide easy access to information and services

- Continue to provide access to government information and services through the 311 Answer Center, 311 Service Centers, the County web portal, miamidade.gov and, Miami-Dade Television (Ongoing)
- Continue to pursue and expand in person and on the phone payment intake process at 311 making available multiple platforms for customers to pay for County services (Ongoing)
- Televis and Webcast all press conferences during activations from the EOC on Miami-Dade TV and miamidade.gov while simultaneously providing video feeds to all media on location and remotely (Ongoing)
- Continue to develop web based video content for miamidade.gov portal utilizing YouTube and other social media outlets (Ongoing)

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FY2011-12 & FY2012-13

- Incorporate new encoding systems to provide wider range of viewers of webcasting on mobile devices and MAC users (FY 11-12)
- Provide online dashboards with the collaboration of the Information Technology Department (ITD) to display daily service performance data, enabling executive decision makers to keep departments accountable and consider more detailed information during the budget development process (FY 11-12 and 12-13)
- Assess the feasibility of integrating independent call centers within County departments with the 311 call center if the findings show opportunities for greater efficiencies (FY 11-12 and 12-13)
- Complete a miamidade.gov portal and departmental website re-design and re-architecture to reflect organizational changes, updated branding, and usability best practices (FY 11-12)
- Develop and launch an Economic Development portal tool which provides consolidated information regarding the requirements to open a new business in Miami-Dade County (FY 11-12)
- Develop and maintain policies and standards for the web to ensure continuity across all department websites, ADA compliance and implementation of user feedback (Ongoing)
- Continue to provide development and maintenance support for the Legal Ads system, which manages legal advertisement posting on the miamidade.gov portal (Ongoing)
- Continue to enhance the functionality of the employee web portal, eNet, by better integrating with the web portal and enhancing the Employee Discount Program section to include an automated vendor sign-up (Ongoing)

GG1-2 Develop a customer-oriented organization

- Enhance call handling procedures that will maintain and improve performance goals at 311 through the change of business processes, service request configuration and best practices (Ongoing)
- Revamp and launch an enhanced 311 closed loop feedback program consisting of Reverse 311 callouts and 311 e-mail notifications to customers reporting service requests to 311 who wish to receive notification upon completion of the service (FY 11-12 and 12-13)
- Develop new video content that illustrates County department's new initiatives and overviews. Provide departments with video production services to enhance external messaging when highlighting a new service (Ongoing)
- Work with ITD to integrate new video conferencing system utilizing existing technology. The system will potentially enable departments to conduct interactive video conferences (staff meetings) at multiple locations and archive the content for future viewing by staff that could not view/attend live event (Ongoing)



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- Partner with Miami-Dade County Library System (MDCPLS) to expand the service center model into the Regional and Main library system; these natural community hubs are locations where residents gather. Service and information available at the 311 Service centers would be available at the Libraries (FY 11-12 and 12-13)
- Continue developing tools for proactive electronic notifications to constituents regarding County events, issues and services (Ongoing)
- Work with ITD on the implementation of an integrated Citizen Relationship Management system to replace aging applications and technologies (FY 11-12 and 12-13)

GG1-3 Foster a positive image of County government

- Develop SLA funded projects with County departments to develop externally focused television commercials that promote services, events and initiatives for specific audiences (FY 11-12)
- Continue to develop portal applications and informational websites that promote the transparency of County services and operations (Ongoing)
- Develop editorial content utilized for public education campaigns promoting County services through various media channels (Ongoing)
- Continue to provide translation, advertising, graphic and photography service to departments and BCC (Ongoing)
- Continue to provide departments with ad placement service (Ongoing)
- Continue developing employee communications to include e-newsletters such as *The Bargain Hunter*, *What's New* and *Pay Day Friday* (Ongoing)
- Coordinate quarterly Employee Discount Fair with participating vendors at various employee hubs in Miami-Dade County (Ongoing)
- Continue to collect internal and external customer suggestions and feedback through the Idea Machine on eNet and MyGovIdea on miamidade.gov (Ongoing)

GG1-4 Improve relations between communities and governments

- Develop and maintain the County's marketing, web guide and branding websites providing departments with the tools to better improve communications to external customers (Ongoing)
- Continue providing updated web content and general website maintenance in support of departments, Board of County Commission and Office of the Mayor (Ongoing)
- Continue developing e-newsletters for distribution to portal subscribers such as *eNews Weekly* and the quarterly e-publications *The Scoop*, *Explore* and *G2B* (Ongoing)
- Maintain and expand the County's social media presence (Ongoing)
- Develop mobile applications to enable service request submission and County information lookup through smartphones and other mobile devices (Ongoing)



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- Maintain and expand the civic portal countywide to facilitate collaboration with civic organizations and County agencies (FY 12-13)

Our Customer

As part of the General Government strategic area, Community Information and Outreach (CIAO) is an essential link between Miami-Dade County government and the 2.5 million residents, 135,000 businesses and 12.4 million annual visitors it serves. CIAO brings County government closer to residents, businesses and visitors through the 311 Answer Center, three local 311 Service Centers, the County web portal (miamidade.gov), and Miami-Dade Television (MDTV).

Through the 311 Answer Center, CIAO is able to provide resident support on behalf of County departments, commission districts and other municipal governments. Over 2.5 million customer calls are processed annually. Some examples of the most frequent service requests are:

- Replacement of recycling bins
- Requesting a pothole be repaired
- Trip planning services for Miami-Dade Transit
- Reporting a neighborhood code violation like overgrown lots or junk and trash piles
- Requesting a stop sign or traffic signal be installed at a busy intersection

If residents prefer in-person service, they can visit one of three service centers located conveniently throughout the County at the South Dade Justice Center, North Dade Justice Center and Permitting and Inspection Center.

In addition to serving the public by phone and in-person, CIAO offers online solutions through miamidade.gov that include transit pass sales, inmate searches, property information and maps, tax payment, bulky waste pickup, service requests, water bills, legislative search, webcasting and more.

County departments are also CIAO's customers. We advantageously position departmental programs and services through the most effective combination of digital media communications, eGovernment web applications, original video production, and traditional advertising placements.

KEY ISSUES

Internal and external factors both impact the way County government conducts its daily business. This, in turn has a direct effect on CIAO.

Internal factors include:

- Retaining funding for staffing resources at the 311 Answer Center in order to maintain target performance standards and service hours
- Establishing new funding model that sustains online staff to maintain support of all aspects of the County's web portal, miamidade.gov
- Retaining adequate staffing to engage in public education and communication services and centralized advertising efforts
- Enforcing enterprise policies for cohesive customer service delivery



Departmental Business Plan and Outlook

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- Requiring collaboration and compliance from all County departments as it pertains to maintaining the knowledge base and web portal current and accurate
- Adopting and rolling out customer relationship management technologies developed by CIAO to all departments
- Administering communication procedures and standards (e.g. web styles, branding, ad placement, graphics) that ensure informational quality and unified County messaging
- Securing access to customer service and other community-relevant data for reporting on miamidade.gov, Civic portal and eNet dashboards

External factors include:

- Keeping up with the continuously changing demographics of our customers that impact the demand for specific services and how we can best communicate
- Keeping up with emerging technologies and software upgrades to better serve customers

It is also expected that investments will be necessary to sustain the infrastructure supporting the County's service channels during emergency activations. As the LightSpeed Miami Center is fully manned, a secured space for 311 would support further expansion of the service and a full co-location with the Office of Emergency Management and Police/911. This will allow the County to realize the full capabilities of the 311 Answer Center, as well as to ensure a seamless level of service when emergencies arise.

PRIORITY INITIATIVES

CIAO's key programs and strategies help us achieve our mission by improving or enhancing the channels that provide access to government information and services. The priority initiatives are as follows:

- Implementing an integrated Citizen Relationship Management (CiRM) solution that will improve 311 call handling, knowledge management, service delivery measurement and alignment with other information systems throughout the County
- Launching a new version of miamidade.gov that reflects the County's reorganization, and includes an upgrade to the content management system that houses all web information
- Developing online dashboards in collaboration with ITD to display daily service performance data and enable decision makers to keep departments accountable and consider more detailed information during the budget development process
- Implementing an encompassing theme for countywide public education campaigns that portrays a unified County image in all media used to communicate with external customers
- Enhancing outreach by establishing 311 Service Centers at participating Miami-Dade Public libraries
- Upgrading webcast encoders to ensure better access to Board of County Commission and Committee meetings on all computer and browser platforms
- Developing an open government web portal consisting of links to applications and informational websites that promote the transparency of County services and operations



FUTURE OUTLOOK

Over the years, miamidade.gov has accumulated pages of content written in government-speak, thereby making information intimidating and difficult for the citizen. In the next few years, CIAO will work with departments to streamline information on miamidade.gov, creating "plain language" content that is more accessible to constituents of all backgrounds. Furthermore, it is CIAO's intent to enhance user experiences by reducing the number of County pages by 1/3; this will be accomplished through page consolidations and the deletion of redundant and outdated content.

CIAO intends to utilize a new page tagging and content classification structure that will enable new functionality throughout the portal and department sites. The structure will significantly improve the ability of users to find information and services and CIAO's ability to deliver content to constituents with different needs, interests and information channel preferences.

CIAO will continue to encourage users to subscribe to the portal so that they can take advantage of personalized content, special communications, feedback opportunities, and access to "location-aware" County data such as neighborhood service request activity and crime statistics. Users will have access to new toolsets that "open" County data sets to them. These new transparency tools will be designed to encourage citizen engagement in County operations and decision-making, as well as collaboration with other public agencies for the purpose of making government more efficient, accessible and accountable.

CIAO will also continue to promote open government through social networking tools such as YouTube, Facebook, and Twitter. These tools have an established community and provide a forum for communication, participation, and real-time feedback. For example, Miami-Dade TV will be moving its video content to YouTube to take advantage of their existing user base and sharing options. In some communities, social media tools have even been used as a method to receive service requests from citizens. CIAO will continue to stay on the cutting edge of these trends to make sure accessibility is maximized, by developing more mobile solutions, integrating constituent-provided content and creating interactive applications for civic participation on the sites and platforms users utilize most.

In the current political and economic climate constituents have taken a more active role – they demand higher quality services, and have no tolerance for government red tape. CIAO is uniquely positioned to advocate for the streamlining of services and back-end processes across County agencies with its 311 Answer Center and its customer service best practices and systems. Sustaining a positive image of County government requires efficient handling of customer inquiries, complaints and requests. 311, the service centers and miamidade.gov as phone, in-person and online one-stop-shops respectively, will continue to play a critical role in addressing constituent needs in a holistic, positive and personalized manner, which demonstrates that the County is a well-managed, coordinated and reliable enterprise, rather than a collection of departments that do not communicate with each other, and give the customer the bureaucratic "run-around."

For external communications, we will focus on cultivating a full-service marketing service center to ensure that the County issues a cohesive message across all communication channels, also leveraging the Services Centers, 311 and its tools to educate constituents about Miami-Dade County services. For internal audiences, CIAO will continue to maintain an enterprise communications calendar and leverage video technology to communicate with County employees via virtual staff meetings and other online video forums. The employee portal eNet will also be equipped with tools and applications that promote knowledge sharing and collaboration among County staff.